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Central Intelligence Agency

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5 March 1982

Mr. William R. Kintner, President
Foreign Policy Research Institute
3508 Market Street, Science Center
Philadelphia, Pennsylvania 19104

Dear Bill:

I agree with you that the danger of getting locked into assumptions and hypotheses is a continuing difficulty in intelligence. Indeed many historical instances can be identified in support of this proposition.

You are quite right in pointing to the need for alternative points of view being brought to bear on our work. My approach to achieving this end is to strengthen competing centers of analysis within the intelligence community. For instance, I have separated the National Intelligence Council from the Directorate of Intelligence (formerly the National Foreign Assessment Center) and I am encouraging the strengthening of analytic staffs in the State and Defense Departments.

The CIA is also drawing more heavily on the expertise of academics and businessmen through their participation as consultants, membership in advisory panels, and conferences. I would like to think that we could draw upon your staff from time to time to critique our analysis, discuss issues with us and occasionally perhaps draft papers on specific issues. For now, I intend to concentrate on this approach to getting differing perspectives brought to bear on our problem rather than through the commissioning of outside estimates. Later on perhaps we will find it appropriate to pursue the approach that you recommend.

[redacted] 58

Sincerely,

William J. Casey
Director of Central Intelligence

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